



Staff Report for Council Meeting

Date of Meeting: November 24, 2021

Report Number: SRCM.21.15

Department: Office of the City Manager
Division: Strategy and Government Relations

Subject: SRCM.21.15 - Council Strategic Priorities 2020-2022 – Interim Report

Purpose:

The purpose of this report is to provide an overview of the Council Strategic Priorities 2020-2022 Interim Report.

Recommendation(s):

- a) That the Council Strategic Priorities 2020-2022 Interim Report, as appended to SRCM.21.15, be received.

Contact Person:

Manpreet Abrol, Coordinator, Strategy and Government Relations

Report Approval:

Submitted by: Lise Conde, Manager, Strategy and Government Relations

Approved by: Mary-Anne Dempster, City Manager

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner, and City Manager. Details of the reports approval are attached.

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Background:

In July of 2020, the City Manager's Office facilitated the development of a strategic plan for the remainder of the current term of Council. The scope of work included interviewing each Council member individually about their priorities for the term, a public survey based on priorities and themes that emerged from the Councillor interviews, as well as facilitating a Council Education and Training Session held on September 22, 2020.

This work resulted in the establishment of four (4) Council Strategic Priorities (CSP) that has shaped the work done in Richmond Hill since their approval on November 25, 2020. The four Strategic Priorities are as follows (see also Appendix A):

1. Balancing Growth and Green
 - This priority area recognizes the critical balance between economic development and environmental protection. It includes stewardship of green spaces such as wetlands, parks and trails and longer-term sustainability planning and climate action initiatives, alongside decisions that promote responsible economic intensification and prosperity.
2. Fiscal Responsibility
 - Council will endeavour to keep tax increases below the cost of inflation and will avoid unnecessary expenditures in order to emerge from COVID-19 in a strong financial position.
3. Strong Sense of Belonging
 - This is a place-making priority that combines a desire for everyone to feel welcome in Richmond Hill and a commitment to community building in places like the downtown core, Lake Wilcox and the Richmond Hill David Dunlap Observatory.
4. Getting Around the City
 - Council will prioritize ease of movement around the City by promoting Richmond Hill's multiple transportation interconnections, being well positioned for the Yonge subway extension and improving active transportation networks for cyclists and pedestrians.

To prepare the Interim Report, attached as Appendix B, staff at the City Manager's Office began by reviewing progress on the listed initiatives for each priority (i.e. Richmond Hill Secondary Plan, Recover Richmond Hill, Asset Management Plan, etc.) as well as other projects that were currently underway or upcoming which supported the priorities.

In addition to the specific initiatives, as of the September 30, 2021, reporting deadline, Council has reviewed and either received or approved 142 staff reports related to the 2020-2022 CSPs. This includes:

- Balancing Growth and Green → 81 Reports
- Fiscal Responsibility → 41 Reports

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- Strong Sense of Belonging → 16 Reports
- Getting Around the City → 4 Reports

Interim Report Overview and Status of Initiatives

In addition to the highlights of achievements in the Interim Report (Appendix B), the tables below provide the status of all initiatives Council committed to when the Council Strategic Priorities were adopted in November of 2020:

Balancing Growth and Green		
<u>Project</u>	<u>Status</u>	<u>Comments</u>
Official Plan Update	In progress	Consultations will continue into 2022, with some having been delayed/rescheduled due to public health directives during the pandemic. Two OPAs anticipated to go before Council in 2022 (Vision and Urban Structure, and Neighbourhoods), with a number of others in 2023 and approval of the new Regional Official Plan.
Parks, Recreation and Culture Master Plans	In progress	Key Directions Report to Council in early 2022, with the Parks, Recreation and Culture Plans brought to Council for approval mid-year 2022.
Urban Forest Management Plan	Completed	Approved by Council in 2020 and in implementation.
Resilient Richmond Hill	Completed	Community Energy and Emissions Plan (CEEP) completed and in implementation.
Comprehensive Zoning By-law	In progress	Work continues on the development of the City's Comprehensive Zoning By-law. The approval timeline has been revised to coincide with completion of the Official Plan Update.
Climate Change Framework	Completed	Approved by Council in 2020 and in implementation.
City Transformation Project	Ongoing	Work to transform the City's operations to deliver a better customer experience while minimizing operational expenses is ongoing. In 2020, the team completed a number of digitization projects, as well as a planning process review, which has been submitted for a grant from the Provincial Audit and Accountability Fund in 2022.

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Balancing Growth and Green		
<u>Project</u>	<u>Status</u>	<u>Comments</u>
Single-use Plastics Reduction	In progress	A public education campaign has been initiated and work is underway to develop a corporate waste reduction and diversion policy, as well as a business recognition program in partnership with York Region for implementation in 2022.

Fiscal Responsibility		
<u>Project</u>	<u>Status</u>	<u>Comments</u>
Asset Management Plan (AMP)	Completed	Approved by Council in June 2021, one year in advance of the next phase of the legislative requirement.
City Transformation Project	Ongoing	Over 25 continuous improvement projects that resulted in savings and new revenue have been completed. Other work to transform the City's operations to deliver a better customer experience while minimizing operational expenses is ongoing.
Financial Sustainability Strategy	Ongoing	Council was able to achieve a 0% tax increase in 2021 and is targeting a 0% tax increase for 2022. The Financial Sustainability Strategy update is planned for after the completion of the Official Plan, Transportation Master Plan, Urban Master Environmental Plan & Park and Recreation and Culture Plans as well as when non-core assets will be included in the Asset Management Plan. The Strategy is planned for the first year of the new Council accompanied with an education session (estimated timing late 2022/early 2023).
Revenue Generation Initiative	Ongoing	In 2021, the policy, property valuations and packages were developed. The City is exploring partnership opportunities. An annual report will be provided to Council in February 2022.
Investment Attraction Strategy	In progress	Anticipated report to Council in late 2021.

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Strong Sense of Belonging		
<u>Project</u>	<u>Status</u>	<u>Comments</u>
Recover Richmond Hill Action Plan	Completed	Implementation of an economic recovery action plan included extending the outdoor patio by-law until January 2022, creating a webinar support series, resource hub for supportive programs, administration of \$95,000 in grants, launching the “Shop Here” program, and conducting the “#ShopRichmondHill” contest in March 2021.
myRichmondHill community e-newsletter	Completed	Launched in 2020, the City now produces both an e-newsletter emailed to subscribers monthly and a twice-annual print newsletter delivered to all RH households, expanding our reach and direct communication channels with residents.
Age Friendly Community Initiative	In progress	A Community Needs Assessment report is planned to go Council in early 2022. A business case for an Age-Friendly Strategy to continue this work will be considered as part of the 2022 Operating Budget.
Diversity, Equity and Inclusion Initiative	In progress	An update report was presented to Council in October 2021. A business case for a DEI Strategy will be considered as part of the 2022 Operating Budget.
Affordable Housing Strategy	In Progress	To be considered for Council endorsement in November 2021.
Official Plan Update	In progress	Consultations will continue into 2022, with some having been delayed/rescheduled due to public health directives during the pandemic. Two OPAs anticipated to go before Council in 2022 (Vision and Urban Structure, and Neighbourhoods), with a number of others in 2023 and approval of the new Regional Official Plan.
Richmond Hill Centre Secondary Plan	In progress	Since March 2021, significant work has taken place to inform a series of zoning exercises, site plans and plan of subdivisions. In October 2021, the Draft Secondary Plan was presented at a public meeting.

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Getting around the City		
<u>Project</u>	<u>Status</u>	<u>Comments</u>
Yonge North Subway Extension (YNSE)	In progress	Funding received from provincial and federal governments with long-term planning underway for scheduled completion in 2030/2031. Currently, Richmond Hill is actively providing input into the Preliminary Design Business Case (PDBC) phase of the project, which is set to be completed in 2022.
Richmond Hill Centre Secondary Plan	In progress	Since March 2021, significant work has taken place, which will inform a series of zoning exercises, site plans and plan of subdivisions. The Draft Secondary Plan was presented at a public meeting in October 2021.
Official Plan Update	In progress	Consultations will continue into 2022, with some having been delayed/rescheduled due to public health directives during the pandemic. Two OPAs anticipated to go before Council in 2022 (Vision and Urban Structure, and Neighbourhoods), with a number of others in 2023 and approval of the new Regional Official Plan.
Transportation Master Plan	In progress	Project scheduled to restart in Q4 2021 in alignment with critical draft revised inputs such as the Urban Structure and Population/Employment projections through the Official Plan Update. The TMP will continue to align and run concurrently with the Official Plan Update for 2022 with expected completion in 2023.

Financial/Staffing/Other Implications:

There are no financial implications to the recommendations in this report.

Relationship to Council’s Strategic Priorities 2020-2022:

The Interim Report highlights the accomplishments of the City since the Council Strategic Priorities were approved in November 2020. Looking at each of the Strategic Priorities, the Interim Report helps guide strategic planning at the City by being a touch-point as the City continues to deliver on its commitments.

Climate Change Considerations:

Although the recommendations in this staff report do not have a direct climate change consideration, the Interim Report does highlight several initiatives that support climate

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change adaptation and mitigation, such as the Urban Forest Management Plan, single-use plastics reduction and the Resilient Richmond Hill program.

Conclusion:

In July 2020, the City Manager's Office facilitated the development of a strategic plan for the remainder of the current term of Council. This work resulted in the establishment of four (4) Council Strategic Priorities (CSP). The priorities are: Balancing Growth and Green, Strong Sense of Belonging, Fiscal Responsibility, and Getting around the City. This report highlights the accomplishments under each strategic priority and demonstrates how the City has delivered on these priorities for the residents of Richmond Hill to date. It is recommended that Council receive the Council Strategic Priorities 2020-2022 Interim Report as appended to SRCM.21.15.

Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. All attachments have been reviewed and made accessible. If you require an alternative format, please call the contact person listed in this document.

- Appendix A - Council Strategic Priorities 2020-2022 – November 2020 summary
- Appendix B - Council Strategic Priorities 2020-2022 – Interim Report

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Report Approval Details

Document Title:	SRCM.21.15 - Council Strategic Priorities 2020-2022 - Interim Report .docx
Attachments:	- Appendix A CSP November 2020 Summary.pdf - Appendix B Council Priorities Interim Report 2021.pdf
Final Approval Date:	Nov 11, 2021

This report and all of its attachments were approved and signed as outlined below:

MaryAnne Dempster - Nov 11, 2021 - 3:03 PM